



# NEWSLETTER

If you're reading *The A&TW* Newsletter online and you see a web site you'd like to visit, just click on the site address link and it will take you directly to that web site.

Page 2  
CDG Honors New and Old

Page 3  
Regional Focus -- National Capital  
and Central Regions

Page 9  
Regional Focus -- Northeast and  
Central Regions

Page 15  
Regional Focus -- Southern and  
Western Regions

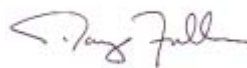
Page 17  
AAC Shines at AUSA and  
Annual Ball

The Army Acquisition & Technology Workforce Newsletter is an online publication for the U.S. Army Acquisition and Technology Workforce issued by the Acquisition Support Center.

If you haven't already heard, the Acquisition Support Center (ASC) offices recently consolidated at Fort Belvoir, VA. Contact information for many of our staff members has changed, so be sure to check the Army Acquisition Corps (AAC) home page for the latest information. The AAC home page also has a new address. It can now be accessed at **<http://asc.rdaia.army.mil>**. Please bookmark the new address and visit the site regularly for the latest career development information.

Scroll down through the pages of this issue of *The A&TWF Newsletter* to read about the latest Competitive Development Group and the graduating class of 2000. Also, be sure to read the highlights on the Association of the U.S. Army Annual Meeting and AAC Ball as well as the latest information on activities in your region. This summer, Project/Product Manager (PM) workshops were conducted to provide prospective candidates with an overview of what it means to be a PM as well as how to plan your career and prepare for the selection board. Read about the workshops that were held in the National Capital/Central and Northeast/Central Regions and think about attending a future seminar in your region.

Finally, I wish to send holiday greetings to each and every member of the Acquisition and Technology Workforce (A&TWF). Please be safe and encourage others to do the same. I look forward to the coming year, the challenges that will face us, the teamwork that will prevail over them, and the successes that will be ours.



Mary Fuller  
Colonel, SC  
Director  
Acquisition Support Center

## CDG Honors New and Old

Congratulations to those listed below who were selected to the Year Group 2003 (YG03) Competitive Development Group (CDG) Program. CDG YG03 members were officially inducted into the program during an orientation session held Sept. 17-18 at the Springfield Hilton Hotel in Springfield, VA. Members received presentations from top-level representatives from the ASC, U.S. Army Total Personnel Command (PERSCOM), the PERSCOM Acquisition Management Branch, and the regional Customer Support Offices. Classmates from previous year groups were also in attendance. Claude M. Bolton, Assistant Secretary of the Army (Acquisition, Logistics and Technology) and the Army Acquisition Executive, was the guest speaker at a dinner ceremony that welcomed the new year group and honored the graduating class of 2000. Congratulations to the incoming class of 2003 and the graduating class of 2000!

### CDG YG03

Freida Garrison – Huntsville

Oscar Jose Gomez – Huntsville

Jeffery Herman – Huntsville

Ancel Hodges – NCR

Bradley Huhlein – Huntsville

Regina Ivey - Huntsville

Craig Janisz - STRICOM

Morris Lyle – Huntsville

George Mitchell – NCR

Margaret Nulk – Picatinny

Robert Riddick - NCR

Joseph Shields – Fort Monmouth

Colleen Setili - TACOM

Richard Szcsepanski - Huntsville

Michael Willoughby - NCR (Europe)

### CDG YG00 Graduates

Marietta Allen

Thomas Benero

David Bundy, Jr.

Chris Grassano

John Hart

Viki Long

Will Meyer

Michael Padden

Daniel Pierson

Kathy Salas

## CDG Handbook is Here!

The updated CDG Handbook is now available on the AAC home page at <http://asc.rdaisa.army.mil>. For all the details on what the program is, how it works, what resources are available, and how information is communicated, be sure to check it out!

## AAC Home Page has a New Address!

You can now access the AAC home page at <http://asc.rdaisa.army.mil>. Only the address has changed -- you will still find all of the same valuable information you need to effectively manage your career. Be sure to visit the site often!

## Regional Focus—National Capital Region

### Staff Highlights

**Frank Giordano**, recently appointed Acquisition Career Management Advocate for the Military Traffic Management Command (MTMC) in Alexandria, VA, says that he is looking forward to supporting the Acquisition Support Center (ASC), the National Capital Region (NCR) Regional Director for Acquisition Career Management, and the acquisition workforce. Frank is the Director of Acquisition at MTMC as well as the Deputy Principal Assistant Responsible for Contracting. He is also a member of the Army Acquisition Corps (AAC). Frank has a bachelor's degree from Saint Leo College in Saint Leo, FL, a master's in business administration from George Washington University, and is a graduate of the Federal Executive Institute in Charlottesville, VA. He has served in a variety of acquisition positions since originally accepting a Department of Defense (DOD) programs and initiatives. He believes that it is important to ensure clear and frequent communication about acquisition career issues to assist the acquisition workforce in this challenging era. "An organization's pursuit of excellence requires a highly trained, motivated workforce to achieve innovation and consistency in meeting customer expectations in peace and in war," says Frank. "I remain committed to supporting the acquisition employees here at MTMC. This has become and will continue to be one of my top priorities in the years to come."

## The World of a PM and How to Become One

Submitted by Eileen Reichler  
NCR Acquisition Career Manager

In August, the National Capital Region Customer Support Office (NCR CSO) hosted a 1-day seminar entitled "The World of a PM and How to Become One" at Fort Belvoir, VA. The purpose of the seminar was to provide insight on the life of a Project/Product Manager (PM).

**Sandy Long**, Regional Director for Acquisition Career Management for the National Capital Region (including Rock Island) kicked off the event, welcoming attendees, introducing the speakers, and then turning the podium over to **COL Mary Fuller**, Director, Acquisition Support Center (ASC), Office of the Assistant Secretary of the Army for Acquisition, Logistics and Technology. COL Fuller provided unique insight on becoming a PM at both the project and product level, giving candid thoughts on what is required to become a successful PM. She touched on acquisition initiatives and stressed the importance of gaining a better understanding of the application, review, selection, and slating process of the Best Qualified Board.

**COL(P) James Moran**, Program Executive Officer (PEO), Soldier, discussed his experiences as a PM and highlighted how future PMs will face unique challenges because of the greater availability of technology to potential adversaries. He concluded with a discussion of what he, as a PEO, expected of PMs. **Kevin Carroll**, PEO Enterprise Information Systems (EIS), conducted a frank discussion on the challenges and benefits of being a PM. His focus was on the learning, experience, and excitement that current PMs are gaining at PEO EIS. Kevin also provided an honest assessment of the PM's work environment and potential career growth. **Gary Winkler**, PM, Transportation Coordinators, Automated Information for Movement System II, discussed what was "PM material." He focused on skills one has already developed and how to enhance those skills using the methodology of the Acquisition Career Development Plan pyramid. Gary shared his personal conclusions on what a PM board looks for and concluded with a summary of what a person can do to be more marketable and how to succeed as a PM. **Ann Scotti**, PM, Automatic Information Technology, discussed how the Competitive Development Group (CDG) came about and the general purpose of the program. She shared her personal experiences as one of the first CDG members, discussing its benefits and how the program helped her to compete successfully for a PM position.

Attendees also heard about the latest developments on the AAC Civilian PM and Post Utilization Taskforce from **Henry Jehan**, former PM, Military Satellite Communication and taskforce leader. Henry began with the history of the taskforce and its main objective and addressed the results of the issue identification, root cause analysis, and solution

*The World of a PM and How to Become One, continued on page 4*

## Regional Focus—National Capital Region

*The World of a PM and How to Become One, continued from page 3*

definition taskforce sessions. He closed outlining his proposed implementation plan. **LTG John S. Caldwell, Jr.** then conducted an informal feedback session so he could hear the concerns and issues directly from workforce members. He urged everyone to take advantage of every opportunity to better themselves and get closer to the warfighter. He pointed out that PM work was not for everyone saying, "It took blood, sweat, and tears, and hours, days, and months away from home base." He also stressed that being a PM is exciting and rewarding work.

**Cathy Johnston**, Personnel Management Specialist at the U.S. Total Army Personnel Command, and manager of the competitive board process since 1991, wrapped up the seminar. She described in detail the contents of a PM package, particularly addressing the Acquisition Career Record Brief, personal resume, and Senior Rater Potential Evaluation. Cathy walked attendees through the entire board process including board composition, board member pre-brief, and the voting for and slating process of newly selected PMs. Also, staff from the NCR CSO were on-hand conducting package review and one-on-one career counseling sessions.



LTG Caldwell

Briefing slides from the seminar are posted on the NCR web site at <http://dacm.rdaisa.army.mil/ncrregion/index.htm>. A videotape of the seminar is also available by contacting the NCR CSO. For more information, contact **Eileen Reichler**, (703) 704-0124, [Eileen.Reichler@us.army.mil](mailto:Eileen.Reichler@us.army.mil).

## The NCR CSO Moved!

In September, the NCR CSO moved to Building 314 at Fort Belvoir, VA. Be sure to make note of the new address, telephone numbers, and e-mail addresses below:

Acquisition Support Center  
National Capital Region Customer Support Office  
ATTN: SFAE-AC-NCR  
9900 Belvoir Road, Suite 101  
Fort Belvoir, VA 22060-5567

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## Regional Focus—*National Capital Region*

### AMC's Transformation through Army Knowledge Management

Submitted by Christopher Blumberg  
Headquarters Army Materiel Command  
Office of Command Contracting

The ABC's of business are receiving an overhaul that is being led by the single letter "e." By placing this simple letter at the beginning of certain words, a whole new meaning emerges. For example, a new strategy and model emerges when "Business" is transformed into "eBusiness." The "e" in eBusiness not only stands for "electronic," it also stands for "evolution." Every business needs to undergo an evolution and incorporate an eBusiness philosophy in some manner because it is essential for survival in today's world. However, many organizations are reluctant to change with reasons ranging from a legacy mindset to the inability to implement the required tools.

The U.S. Army Materiel Command (AMC) is focused on evolving and adopting an eBusiness philosophy, which is a part of the Army's transformation initiative. Whether it's leading the implementation of the Army Single Face to Industry, revolutionizing the field of logistics through the Logistics Modernization Program, or assisting with the numerous automated contracting initiatives, AMC is committed to supporting the transformation of the Army into a network-centric, knowledge-based force to improve decision dominance. This effort will focus on the utilization and management of information concepts and technologies. Army Knowledge Management (AKM) is the solution that has been implemented to achieve this.

AKM can be defined as the center of the Army's information revolution that enables mission operations, knowledge generation, information delivery, and technology innovation through the integration of technology, eBusiness, and knowledge management concepts. Initiatives such as Logistics Modernization Program and Army Single Face to Industry are examples of programs within the AKM framework. These initiatives, as well as others, will assist in accomplishing the AKM goals expressed by Chief of Staff of the Army General Eric K. Shinseki and Secretary of the Army Thomas E. White by reengineering business processes, establishing collaborative work environments, and dismantling barriers to share information and increase business performance.

The transformation of the Army is just beginning. Over time, the numerous legacy systems that have created stovepipes and islands of automation will be replaced by new systems designed to increase interoperability and efficiency. Assembling the pieces and solving the AKM puzzle will not be a simple task. The challenge of replacing the legacy systems will be equally matched by the challenge of conquering our legacy mindsets. Organizational barriers have to be conquered and cultural change instilled throughout the AMC and the entire Army community before the tremendous benefits of this revolution are recognized. Relationships and partnerships will become critical. No longer should each Army organization and office be viewed solely as a separate entity. Instead, AMC and the Army should embrace their partners, create collaboration, and harness committed participation from all stakeholders. When this is accomplished, the Army will truly become the Army of One.

### Change is Good at MTMC

Submitted by Rosemary Kemp  
Procurement Analyst  
Military Traffic Management Command

When COL Jan R. Frye took over as the Principal Assistant Responsible for Contracting (PARC) at the Military Traffic Management Command (MTMC)(Alexandria,VA) in October 2001, he faced innumerable challenges. September 11th and its aftermath emphasized the need for a clean sweep of changes for the MTMC acquisition office. A high turnover rate coupled with increased security and critical and highly time-sensitive operational requirements signaled to COL Frye and his top acquisition personnel that they had to do something drastic to meet the challenges of the future.

COL Frye's first step was to ask the Logistics Management Institute (LMI) of McLean,VA, a nonprofit consulting organization dedicated to improving public-sector management, to help develop a plan to transform his office for future success. Top-level LMI staff, Larry Conner and Colin Waitt, trained and assisted PARC personnel in conducting a self-assessment to enhance the organization. From this, they developed a strategic plan that lays out the activity's mission, vision, strategic imperatives, and objectives.

*Change is Good at MTMC, continued on page 6*



## Regional Focus—*National Capital Region*

*Change is Good at MTMC, continued from page 5*

Performance measures are linked from four different perspectives:

- Customers
- Stakeholder and budgetary
- Internal business
- Learning and growth



COL Frye

The four perspectives provide a balance—a view of the present and future performance of the organization. They clarify the vision for the organization, improve the focus for major changes needed, improve the compensation/reward system, and define the shared framework around which executive teams are built and function. According to **Frank Giordano**, Deputy to the PARC, "This strategy execution is important. We need to get out of the 'to-do' loop. Our plan is to continuously improve those things that we need to do, not simply to do things right. It's also priorities. Are we doing the right things? Are we adding value to the organization?"

The champions for each perspective – MTMC's acquisition top management – select architects, teams and sub-teams, and collect information and data for assessing their assigned perspectives. Each month, the champions meet with the architects to review their input, monitor progress on actions, evaluate what has been accomplished, and think about ways to improve processes in the future. They assess whether objectives should be retained, changed or discarded, and consider tradeoffs to obtain the best return on available resources.

Hand-in-hand with the strategic planning process is the acquisition office realignment. "One of our major customers had multiple interfaces," said COL Frye. "Our Operations folks relied on three different acquisition divisions and five different branches and teams! When our customers have too many choices, it leaves them confused and causes problems."

Again, MTMC called on the expertise of LMI. In April 2002, the PARC asked LMI to evaluate the organization's effectiveness, requesting that it examine the organization and propose alternative structures to more effectively support its customers. LMI uncovered the strengths and weaknesses of the organization, thanks to the willingness of the leadership to deal openly and honestly with all issues. Three months later, a completed organizational assessment was delivered to the PARC with numerous alternative organizational structures along with their advantages and disadvantages. The final reorganization plan was approved by the Commanding General in September 2002.

When asked about the future, Frank said, "It's going to take time to fully adjust to all of these changes, but it will be time well spent. We now have an action plan in place that will enhance our organization and improve our ability to achieve success."

*MTMC provides the Department of Defense with worldwide single port management, transportation, and traffic management services for deployment planning and transportation engineering.*

## ACE Program Nets Results

Submitted by Steve Jaren  
Headquarters Army Materiel Command  
Office of Command Contracting

The Acquisition Career Experience (ACE) concept was developed in 1999 as a response to the impending human capital crisis occurring across many of the acquisition career fields. We all have heard of the potential retirement of over 50 percent of our acquisition workforce in the next five years and of the fact that the government has not been hiring to fill those positions. The ACE Program is designed to interest our Army's potential future acquisition leaders in a career with the Army.

As many of you may know, this 2-year pre-intern program allows college students to work in a government organization prior to finalizing a career objective. ACE covers all 12 of the Defense Acquisition Workforce Improvement Act acquisition career fields. Upon successful completion of ACE Program requirements, students can be non-competitively converted to intern positions in an acquisition career field after college graduation.

*ACE Program Nets Results, continued on page 7*

## Regional Focus—*National Capital Region*

*ACE Program Nets Results, continued from page 6*

A total of seven students participated in the first year pilot program at the AMC and PEO EIS in fiscal year 2000. In the second year, the ACE Program grew to 55 students at over seven locations primarily in three career fields (Contracting, Information Technology, and Resource Management). This year, 101 participated. Between December of 2001 and August of 2002, 22 ACE students graduated. Of these 22 students, 17 expressed interest in a government career. Eight of those students were placed within various organizations including Information Technology at the PEO EIS, Aberdeen Proving Ground (MD), and the Tank-Automotive and Armaments Command (MI); Contracting at Fort Monmouth (NJ); Resource Management at the Aviation and Missile Command (AL); and Contracting at the Operations Support Command (IL).

"We've made a real commitment to the ACE Program at AMC and the return on our investment has been good. Four ACE graduates have permanently joined the AMC acquisition workforce. Overall, the program is very beneficial to all participants – it opens the eyes of the students to the opportunities the Army provides and it gives the Army highly motivated people with fresh perspectives at a fraction of the cost of other programs." *Steve Jaren, Procurement Analyst, HQ AMC, Office of Command Contracting*

The Acquisition Support Center (ASC) manages the ACE Program through the National Capital Region. Applications for next summer will be accepted in February 2003. If you know of a student who may be interested in the summer 2003 program or of an organization interested in sponsoring a student, or if you want more information on the ACE Program, access the AAC home page at <http://asc.rdaisa.army.mil/Acepage/index.htm> or contact **Anne Galway** at (703) 805-1069, DSN 655-1069, [Anne.Galway@us.army.mil](mailto:Anne.Galway@us.army.mil).

## HQ AMC Reorganizes

**H**eadquarters U.S. Army Materiel Command (HQ AMC) recently reorganized to align with the Department of the Army organizational structure (hence the "G staff" nomenclature) to increase its responsiveness and ability to integrate through higher-level channels as well as down to the Major Subordinate Commands.

The new organizational structure includes the following staff elements along with special staff offices that report to the Commanding General and Chief of Staff:

- Deputy Chief of Staff for Personnel, G-1 (combined Personnel, the Offices of the Surgeon General, Safety, and Installation Management);
- Deputy Chief of Staff for Intelligence, G-2 (combined Intelligence & Technology Security Activity, Special Security Office, Intelligence, Security/Countermeasures, Special Access Program);
- Deputy Chief of Staff for Operations, G-3 (combined Logistics and Operations, Ammunition, Chemical and Biological Matters, Office of Strategic Affairs, Force Protection, Security, Law Enforcement, Testing and Product Management);
- Public Communications Office, G-5 (combined Public Affairs, Congressional Liaison, and Industry Affairs);
- Chief Information Officer, G-6; and
- Deputy Chief of Staff for Resource Management, G-8.

Special staff offices include the Ombudsman, Inspector General, Office of Command Contracting, Office of Command Counsel, Equal Employment Opportunity Office, Historian, Internal Review and Audit Compliance Office, International Programs Office, Protocol, and Small and Disadvantaged Business Utilization Office.

The reorganization divided duties of the former Office of the Deputy Chief of Staff for Research, Development and Acquisition among the G3, the Research Development and Engineering Command, and the Office of Command Contracting. The reorganization also resulted in a personnel reduction in headquarters staff that was accomplished through a Voluntary Early Retirement Authority/Voluntary Separation Incentive Program.

For more information, contact Sandra Rittenhouse, HQAMC, Office of Command Contracting, (703) 617-8262, DSN 767-8262, [SRittenhouse@hqamc.army.mil](mailto:SRittenhouse@hqamc.army.mil).

## Regional Focus—*National Capital Region*

# AMC/DLA Forge Strategic Contractor Supplier Alliances

Submitted by Edwin Cornett  
Headquarters Army Materiel Command  
Office of Command Contracting

General Paul J. Kern, Commanding General, U.S. Army Materiel Command (AMC), directed the AMC and its Major Subordinate Commands (MSCs) to partner with the Defense Logistics Agency (DLA) on an initiative to forge Strategic Supplier Alliances (SSAs) with contractors. This initiative is the result of a proposal by the DLA to partner with the Services in negotiating several large sole source contractor SSAs. SSAs are long-term relationships committed to at the highest levels of government and industry to leverage the government's buying power and provide the opportunity for increased return on investment for industry.

The objective of this initiative is to ensure that there are contract vehicles in place to obtain weapon systems parts with reduced administrative and production lead-time and lower prices through leveraged negotiations. Other benefits include a standardized contract framework such as common terms and conditions, pricing methodology, and a precedent for add-ons, waivers, and deviations.

Upon establishment of these SSAs (which are "Agreements of Understanding" and not contracts), several different methods of contract award are available. For example, AMC and DLA can make separate awards and either can place orders against those contracts. Another method under consideration is restructuring existing AMC and DLA corporate contracts to facilitate each other's "add-on" repairable and consumable items.

An Integrated Process Team (IPT) composed of contract and logistics personnel from DLA Centers and the AMC MSCs was formed to address this initiative. The first meeting was held in May 2002. The IPT has met several times since then to further refine its collaboration on SSAs and has reached agreement on several major sole source suppliers to discuss with the MSCs. The next meeting will be held during the first quarter of fiscal year 2003. For more information, contact John Bailey, (703) 617-8242, DSN 767-8242, [JBailey@hqamc.army.mil](mailto:JBailey@hqamc.army.mil).

## Career News Brief

**DOD Government Purchase Card Tutorial** – The Defense Acquisition University (DAU) Continuous Learning Center has a new Continuous Learning (CL) online module entitled "DOD Government Purchase Card Tutorial." This module is comprised of 10 lessons that present the mandatory requirements and other guidelines to consider and apply as appropriate when utilizing a government purchase card. Supplemental Government Purchase Card training is to be provided by the cardholder's agency prior to issuance of a purchase card. The average time it takes to complete the module is four hours, earning you four Continuous Learning Points (CLPs). You may take this self-paced module over time, returning to your last accessed page when convenient for you. The module includes periodic review questions and a post-test. The post-test requires a minimum score of 70 percent and may be taken as many times as necessary. A certificate of completion is available at the conclusion of a successful post-test. To access this module, go to the DAU Continuous Learning Center web site at <http://clc.dau.mil>. If you need additional information, contact the DAU Continuous Learning Center at [DAUCLCteam@meridianksi.com](mailto:DAUCLCteam@meridianksi.com).



## Regional Focus—*Northeast and Central Regions*

### Staff Highlights

Meet Northeast Region Acquisition Career Management Specialist **Ivy Meyer-Mellow**, who joined our team in August 2002. Before joining the Acquisition Support Center (ASC), Ivy was an administrative officer in the Armament Research, Development and Engineering Center (ARDEC)/Warheads, Energetics and Combat-Support Armaments Center. Ivy started her Army career in 1973 as a clerk typist at Picatinny Arsenal, NJ. While holding various positions in ARDEC, Ivy received her bachelor of science degree in business administration from Centenary College in Shreveport, LA, in 1997. She has conducted sexual harassment prevention training for the ARDEC community, facilitated focus groups for Defense Contract Management, and is a former Equal Employment Opportunity counselor. In addition, Ivy coordinated the Combined Federal Campaign for ARDEC in 2001. Ivy can be reached at (973) 724-6139, DSN 880-6139, [IMeyer@pica.army.mil](mailto:IMeyer@pica.army.mil).

**Jim McCarthy**, former Northeast Region Acquisition Career Manager (ACM), has left the ASC for a position within PEO C3T, PM, Warfighter Information Network – Tactical. Jim is assigned to the PM's Business Management Division as a program analyst. He says that he has grown professionally during his two years with the ASC and looks forward to his continued career progression as he gains additional PM experience. "Thanks to the ASC team and the Northeast Region acquisition workforce community for sharing their knowledge and supporting me in many highly visible projects," adds Jim. Thanks to you, Jim, for your hard work and dedication, and here's wishing you the best of luck!

### Fort Monmouth RDAP Interest Survey

The Northeast and Central Regions developed and disseminated the Rotational Developmental Assignment Program (RDAP) interest survey in September to help determine if there is sufficient interest and support to implement the RDAP locally (see related article in the spring 2002 issue of *The A&TWF Newsletter*). Surveys were distributed to approximately 1,100 individuals representing the various career fields and levels of Fort Monmouth, NJ, Acquisition and Technology Workforce (A&TWF) members. Approximately 50 percent of survey recipients have achieved certification in the career field and level required for their current position. Respondents were asked to identify their preferences for functional areas and length of assignments if RDAP is implemented. They were also asked to comment on the effectiveness of such a program in meeting their personal career development goals and those of the AAC. Specific survey questions were geared toward A&TWF managers and sought to determine their interest in the program and level of commitment to RDAP if implemented. For more information on RDAP, please visit the Northeast and Central Regions web site at [http://dacm.rdaisa.army.mil/ne\\_cregion/default.htm](http://dacm.rdaisa.army.mil/ne_cregion/default.htm) and click on "RDAP Information." If implemented in the region, the program will be piloted at Fort Monmouth and then exported to other Northeast and Central regional locations. Watch for the results of the survey in the next issue of *The A&TWF Newsletter*!

### Workshop for Future PMs

The Northeast and North Central Regions hosted a workshop for future PMs Sept. 4, at Fort Monmouth. Presentations included "The Importance of PM Selection Process" (by **COL Mary Fuller**, Deputy Director for Acquisition Career Management [DDACM] and ASC Director); "Civilian Perspective - Example of Success" (by **Arthur Santo-Donato**, PM, Intelligence and Effects); "The Army's PM Board Opportunities" (by **Cathy Johnston**, PERSCOM); "Senior Rater Potential Evaluation" (by Cathy Johnston, PERSCOM); "Regional Concept" (Location V Region) (by Cathy Johnston, PERSCOM); and "Performance Appraisal Process" (by **Lori Hamilton**, U.S. Army Communications-Electronics Command [CECOM], Deputy Chief of Staff for Personnel).

A distinguished group of local senior acquisition leaders participated in a question and answer panel at the workshop. Panel members included **Edward Bair**, PEO Intelligence, Electronic Warfare and Sensors; **Robert Lehnies**, Command,

*Workshop for Future PMs, continued on page 10*

## Regional Focus—*Northeast and Central Regions*

*Workshop for Future PMs, continued from page 9*

Control, and Communications (Tactical); **Joanne Powell**, Deputy PEO Enterprise Information Systems; **Henry Jehan**, PM, Post Utilization Task Force; and COL Mary Fuller.

Following the presentations and panel sessions, workshop participants received one-on-one counseling concerning the preparation and proposed quality of their individual PM package and specific guidance on how to improve their chances of being selected. **Gloria King** and **Roosevelt Ingram** of PERSCOM were on hand to provide the counseling.



*Senior acquisition leaders participate in PM workshop panel.*

## Kudos to the Soldier Systems Center – Natick's PM Force Sustainment Systems Aerial Delivery Team!

Submitted by Diane Nyren  
Northeast Region Acquisition Career Manager

In this time of doing more with less, the **Airdrop Team** at Natick, MA, has still seen its way to become 100 percent acquisition certified! The team supports the PEO Combat Support/Combat Service Support (PM, Force Sustainment Systems [PM, FSS]) and PEO Soldier (PM, Soldier Equipment [PM, SEQ]) and is responsible for the design and development of cargo and personnel airdrop items and systems to support mass airborne assaults, re-supply, special operations, and humanitarian relief efforts. The PMs are committed to supporting the Army's guidance to improve strategic responsiveness and to adjust the logistical footprint condition of the Army to better meet the requirements of the 21st century.

The Airdrop Team works directly with Assistant PMs **MAJ Jon Cash** (PM, FSS) and **MAJ Mike Zarbo** (PM, SEQ) and consists of a Team Leader (**Gregg Gildea**), eight engineers (**Nina Shopalovich**, **Matti Harm**, **Ben Rooney**, **Bruce Bonaceto**, **Jason Craley**, **Takis Blanas**, **Jay Connors**, and **Mark Whiteman**), four program acquisition specialists/logisticians (**Maryanne Adamski**, **Marty Neises**, **Scott Sharp**, and **Don Sheldon**), and an office administrator (**Joyce Croci**). Over the past nine months, the team has applied for and received a total of 22 certifications. In addition, two team members became AAC members, two others applied for Corps Eligible status, and the office administrator joined the pursuit of acquisition knowledge and took Acquisition 101 to better understand the work she supports.

Under the leadership of Gregg Gildea, the team stays focused on their mission and is encouraged to pursue their A&TWF requirements. Most of the team has certifications in more than one career field. While pursuing their acquisition career requirements and goals, the team has successfully completed a number of their missions. They brought the Dual Row Airdrop System to a Milestone C production decision; conducted a Milestone B for the 500' Airdrop System; and ran a major test effort for the Army's newest personnel parachute system, just to name a few. **Jim McLaughlin**, Deputy PM, FSS says, "Their pursuit of acquisition excellence and dedication to our mission has truly made a difference in their ability to develop and field quality products to the soldier. They are the model for other teams to follow."

The majority of the team has committed to attending the Advanced Acquisition Program offered by the Naval Postgraduate School, coming on-site to Natick January – December 2003. This will result in meeting Level III certification requirements for the PM Acquisition Career Field.

We commend the team on their hard work and commitment to excellence!

## Regional Focus—*Northeast and Central Regions*

### Meet Edward Elgart, ACMA

Submitted by Jim McCarthy  
Former Northeast Region Acquisition Career Manager

This is the second in a series of articles that will introduce you to key players in the Northeast and Central Regions who assist A&TWF members, their commands, and managers with policies, issues, and initiatives within the A&TWF arena. In this issue, we would like to acquaint you with the important role played by the Army's 26 Acquisition Career Management Advocates (ACMAs) and introduce you to the CECOM and Fort Monmouth ACMA, Edward Elgart.

ACMAs are senior-level civilian AAC members located throughout acquisition-focused commands and other organizations. They are responsible for command-specific issues and areas of concern to more than one command, PEO, PM, etc., located in a specific geographic area. ACMAs enhance the communication of information routinely routed through functional and command channels, regional Customer Support Offices (CSOs), and ACMs. As an important link to the Army Director of Acquisition Career Management (DACM), ACMAs offer commands an opportunity to express concerns and register issues. They also help facilitate contact between regional ASC staff and local commanders, PEOs, PMs, and other senior managers.



Edward Elgart, ACMA

Edward Elgart, the CECOM and Fort Monmouth ACMA, is an individual of many hats who continues to assume many important and visible roles within the Army community. In addition to currently serving as the Director of the CECOM Acquisition Center with a staff of over 400 located at Fort Monmouth, Fort Huachuca, AZ, and Alexandria, VA, he also serves as the PARC for CECOM (including Tobyhanna Army Depot) and the Technology Applications Office. As PARC, Ed is responsible for the acquisition and support of Army and joint command, control, communications, computers, intelligence, electronic warfare, sensors, and information management systems totaling more than \$5 billion annually. He has also served twice as the Acting Deputy Assistant Secretary of the Army for Procurement (May 1997-May 1998 and again from August 2000-January 2002). In addition to his ACMA role, Ed performs a valuable service to the region by serving as a Certifying Official for the Contracting Acquisition Career Field (ACF). As such, he interfaces regularly with ACMs and contracting employees located in the Northeast Region, regularly reviews requests for certification (110 during fiscal year 2002 alone), and is actively involved with issues of policy interpretation and implementation within the Contracting ACF. He is known as a visionary and always considers the big picture and the long-term strategic goals of the local command and Army in arriving at important decisions.

Ed has willingly served the AAC and the warfighter through his various roles and assignments. His career is a testament to the importance of using functional and geographic mobility as an aid to career progression. Ed has willingly accepted a variety of career assignments in several geographic locations. He served as the Director of Contract Management for the Defense Logistics Agency's Chicago Contract Management Office, in various contracting officer positions, and most recently as a policymaker on the HQDA staff. Ed's philosophy on the importance of continuous career development and networking is demonstrated by his active membership and visible roles in professional societies such as the National Contract Management Association. He has also published numerous articles on the field of government contracting and served as a graduate-level college instructor of contracting courses.

In addition to possessing a master's in business administration, Ed has completed many prestigious executive training programs including programs at the Brookings Institute, the Federal Executive Institute, and the Command and General Staff College. His awards and decorations include two Meritorious Civilian Service awards, the Honorable Order of Saint Barbara, and the Army Staff Identification Badge. Additionally, Ed was the first recipient of the ACMA of the Year Award and was presented with the Secretary of the Army Professionalism in Contracting Award (Civilian) in 2000. He possesses Level III certification in both the Contracting and Program Management Oversight ACFs.

When asked to comment on his role as ACMA, Ed emphasized the importance of the various ASC regional career management CSOs. As the local representative for the Army Deputy for Acquisition Career Management, Ed believes that the ASC Regional Directors and their staffs provide valuable acquisition career management support to acquisition workforce members located in their region and also represent the Director of the ASC on a myriad of resource management, personnel management, and other highly visible issues and initiatives. He envisions the ACMA role as a continuous and important interface between the regional CSOs and the various Army commands, PEOs, and other reporting

*Meet Edward Elgart...*, continued on page 12

## Regional Focus—*Northeast and Central Regions*

*Meet Edward Elgart..., continued from page 11*

activities. "It's important for ACMAs to provide a role that balances the needs of the local community and those of the ASC and AAC and to leverage the needs of the A&TWF member with mission needs," Ed explains.

Ed can't emphasize enough the need for mid-level careerists and other seasoned employees to expand their skill set. "The need for expansion of skill sets will become crucial as the AAC deals with the rapidity of changing technology, massive civilian retirements, a leaner military workforce, and the AAC's fierce challenge to meet the future combat needs of the Objective Force," he explains. Ed also believes that continuous change in business processes will require employees to be more flexible and quickly adapt to new ways of doing business. He offers the following advice to new interns: "Aspire to be true professionals, keep continuously aware of changing technology and business processes, and perhaps most importantly, be flexible and welcome a new assignment as an opportunity to enhance skills while contributing to the Army's mission." Ed challenges ACMs and senior managers to be constantly involved in succession planning. He believes that we need multi-talented and experienced journeymen to move into leadership roles rather quickly given the challenges associated with anticipated massive retirements and a shortage of new talent.

As our CECOM and Fort Monmouth ACMA, Ed is a true advocate of the planned career development and training of our A&TWF. He is also an active and willing player in facilitating the interface between the local commands and acquisition career management community in our region. In that regard, we thank him for being our champion and supporting the mission of the ASC!

## The CDG Program – What an Experience!

Submitted by Teresa Moses

Central Region Acquisition Career Experience Intern

**W**hy would three skilled professionals at the U.S. Army Tank-Automotive and Armaments Command (TACOM) in Warren, MI, leave their areas of expertise to enter the Competitive Development Group (CDG) Program? The answer is simple -- the CDG Program offers so many opportunities for career enhancement that a chance to take part in the CDG would be hard not to accept!

On Oct. 1, 2001, **Marque Cryderman**, **Mark McCoy**, and **Kenneth Hiltunen** stepped out of their familiar surroundings and began their first year of the CDG journey. The CDG is a 3-year program where participants work in different acquisition career fields, take educational courses, and participate in training programs to acquire the experience and skills necessary for future Army leadership. This program is designed for Corps Eligible or AAC civilian personnel who are seeking senior leadership positions within the Army.

A former contract specialist with a background in program management (and business cost estimating financial management), Marque Cryderman chose the CDG Program because it offered him a chance to develop a wide range of skills not only through on-the-job experience, but through education and training as well. Marque found that having a combination of experience and training built directly into his development plan was a particularly attractive aspect of the CDG.

Marque attended the 5-day Congressional Operations course in Washington, DC, during his first year in the program. During the course, he had the opportunity to meet with various Pentagon officials and U.S. Congressmen. Marque found this course informative and helpful in explaining how Congress and the Army work together as well as in distinguishing their separate responsibilities. After graduation from the CDG, Marque plans to leave with certification in three different ACFs. He plans to apply a higher standard of performance in his future positions armed with proficiency and experience in all three fields, thanks to the CDG!

Mark McCoy, an experienced professional in the test and evaluation field, was seeking an opportunity to foster competence and expertise in other ACFs. "The CDG was a perfect fit," he explained. "The program allows me to receive proper training and schooling for assignments in program management." Mark ended up choosing more than a change in career fields. When he entered the CDG, he changed both career fields and location, accepting a

*The CDG Program..., continued on page 13*



## Regional Focus—*Northeast and Central Regions*

*The CDG Program..., continued from page 12*

6-month assignment at the Pentagon. During those months, he worked for the Army Acquisition Executive and Assistant Secretary of the Army (Acquisition, Logistics and Technology), the Honorable Claude M. Bolton. Here he collaborated with Army and Office of the Secretary of Defense staff and senior leaders in developing the Army Acquisition budget. Upon returning to TACOM, he has been involved in strategic planning and helping effect Army Transformation.

Kenneth Hiltunen, a skilled logistics specialist, also left his career field to join the CDG Program. His first assignment involved working in the Business Management Office (BMO) for Deputy Systems Acquisition. Here, he acquired a thorough understanding of the funding and budget process. "The knowledge and experience I gained in working with the budget will be invaluable if I choose to seek a program manager position after completing the CDG Program," he says. In addition to meeting the challenges of working in a different career field, Ken also participated in the Congressional Operations course in Washington, DC.

Marque, Mark, and Kenneth all attest to the value of their experiences in the CDG. More often than not, getting the experience one needs to advance of a desired position can be difficult. Mark affirms that "the CDG Program is a great opportunity for people to get the exposure and experience they need to work in the positions they would really like to have. It's almost impossible to do that without the CDG Program unless one takes developmental assignments or just happens to be in the right place at the right time."

The CDG has other benefits, too. It is designed to develop leaders and leaders make things happen. According to Kenneth, "People often complain about their situations but don't consider what they can do personally to make things better. Participating in this program will help me make things better, and to do them more effectively."

Don't miss the opportunity to participate in the CDG! Be sure to look for the next application announcement on the AAC Homepage at <http://asc.rdaisa.army.mil>.

## ACE Interns are the "Aces" in Our Book!

Submitted by Karen Plushnik  
Business Management Analyst  
PEO Ground Combat Support

March 12, 2002 – A message from **Sandy Long**, Regional Director for Acquisition Career Management for the National Capital and Central Regions, lands on our desks telling us about an exciting program to recruit, develop, and train exceptional college students. Immediately we're skeptical. What's in it for us? Are these interns, only here for three short months, going to be able to contribute to the organization? After all, we are in the middle of the Army Transformation initiative and our PEO structure is in the midst of a major reorganization. Can these interns work independently or will they require a great deal of guidance? Can we fulfill our end of the bargain and provide them with hands-on acquisition experience? Our organizational turmoil was bound to affect our ability to dedicate a lot of resources to training interns. What could we offer them that would contribute to an effective PEO experience? What would they learn that would make them want to return next summer?

So, it was with a great deal of trepidation that we sent our reply to local ACM **Bob Sivalelli** indicating that the PEO Ground Combat Systems (GCS) would accept up to three Acquisition Career Experience (ACE) interns. When **Valerie Golda**, **Paul Maa**, and **Kellin Szkubiel** showed up on our doorstep, we were ready to welcome them to PEO GCS. Valerie was assigned to the PEO BMO, Paul went to the PEO Systems Integration Office, and Kellin received a task with the Programs Branch of the Bradley Program Manager.

During Valerie's time in the BMO, she worked on a number of budget exercises including the Senate Armed Services Committee Fiscal Year 2003 Marks. She spent two weeks in the Financial Accounting Office, updated the BMO mission and function spreadsheet, and followed audits throughout the cycle, resolving issues on the Open Audit Report. A whiz

*ACE Interns are the "Aces"..., continued on page 14*



## Regional Focus—*Northeast and Central Regions*

*ACE Interns are the "Aces"..., continued from page 13*

on the computer, Valerie teamed with Paul (another computer expert) to update the web-based GCS Weapon Systems Handbook. They compiled charts for a brief to New Jersey congressional representatives and updated information on the PEO GCS Telework web site, a pilot project that she helped develop. Also, Valerie was instrumental in the creation of the annual Pentagon display that was set up outside of the Army Acquisition Executive's office (a project in which all three of the interns were involved).

Paul, meanwhile, was immersed in the technical part of the PEO, attending a number of briefings and training seminars. He found himself immersed in workshops that had titles like "Laser Warning Receivers For Ground Vehicles" and "Strategic Focus Group for Vehicle Electronics Modernization" – not exactly familiar ground to an ACE intern! But he persevered, and we were all rewarded. Paul researched and prepared a PowerPoint brief for the Assistant PEO for Systems Integration detailing GCS systems through pictures and words. As one thing often leads to another, this project led to Paul's working with Valerie on the Pentagon display and the Weapon Systems Handbook.

Kellin was in a PM office and his focus was slightly different. He was tasked with attending the Bradley Supply Support Review and working with the Joint Review Web Database to determine fund status and make necessary corrections. He worked with a team to develop and organize data from the System Technical Database into presentable spreadsheets. That task required tremendous coordination. Like Valerie, he tracked Congressional Marks and followed the funding streams back to the original requirements. And with the other two interns, he was instrumental in ensuring that the PEO was properly represented by the display in the Pentagon.

Happily, having these interns with us for the summer was an unqualified success. They are enthusiastic, bright, and energetic! They looked at issues from a fresh perspective. They brought a new synergy to our offices and they dug in and worked really hard. Their efforts enabled the rest of the staff to concentrate on other pressing matters. We wish our newfound friends good luck and hope to see them again next year!

## Career News Brief

**DAU Strategic Partnerships** – DAU recently entered into strategic partnerships with several educational institutions to establish graduate degree and professional certificate programs. These programs combine the education, training, and experience of the acquisition workforce with the academic programs the various institutions have to offer to transform careers and ensure that professionals stay on the cutting edge of acquisition. Alliances were forged with Georgetown University, George Mason University, the University of Alaska at Anchorage, and the International Society of Logistics. For more information and a complete listing of strategic partnerships, visit the DAU web site at <http://www.dau.mil>.

## Reminder!

**AAC Home Page  
has a New  
Address!**

<http://asc.rdaisa.army.mil>

## Regional Focus—*Southern and Western Regions*

### Training Update

**DAU Courses at Targets Management Office** – The Defense Acquisition University (DAU) offers a series of courses to Targets Management Office employees onsite at the Targets Office training facilities at Redstone Arsenal, AL. The two classes being taught are “Fiscal Law and Appropriation of Funds” and “Developing and Presenting Professional Briefings.” This is a result of a partnership entered into this summer between the Targets Management Office (part of the PM for Instrumentation, Targets and Threat Simulators under the Simulation, Training and Instrumentation Command, Orlando, FL) and the South Region DAU Campus.

**AMCOM Acquisition Center University** – The Acquisition Center University (ACU) at the Aviation and Missile Command (AMCOM), Huntsville, AL, offers formal on-the-job site training and the ability to earn Continuous Learning Points (CLPs) and credits toward professional certifications. ACU complements DAU, Internet training, and college courses by offering a variety of free courses at different levels onsite with course lengths from two to four hours. Each hour attended earns participants one CLP. Courses are advertised through AMCOM's Intranet, e-mail, and the ACU's newsletter, *The Information Chronicle*. For more information, visit the ACU Intranet web site at <https://acu.redstone.army.mil/acu/>.

### Other News

**COL Damian Bianca** recently became the PM for the Ground Based Midcourse Missile Defense Ground Based Interceptor Project Office in Huntsville. The Ground Based Interceptor Project Office is developing the interceptor missiles and support equipment that will be used in the Ground Based Midcourse Defense Program, which is designed to protect the U.S. from long-range ballistic missile attack.

Welcome to **COL John Burke**, new PM for Unmanned Aerial Vehicle Systems within PEO Aviation, Redstone Arsenal. COL Burke assumed this position this summer. The Unmanned Aerial Vehicle Systems project office manages the development, acquisition, and sustainment of systems such as the Hunter and Shadow unmanned aerial vehicles.

The **AMCOM Acquisition Center** and **Boeing's Integrated Defense System Group** recently signed an agreement establishing guiding business principles for Army aviation contracts involving Boeing rotorcraft. The agreement streamlines contract business practices to reduce transaction costs and cuts the acquisition cycle time for Army aviation system, supply, and service contracts. Eventually, the principles will establish global agreements on program costs that will accelerate contract awards while also ensuring fair and reasonable prices and reducing bid and proposal costs. Long term ordering contracts for spares and support services to expedite contract awards will also be established.

The **Mellon Software Engineering Institute (SEI)** (funded by the DOD) and the **Software Engineering Directorate** at AMCOM have recently formed a partnership to help make measurable improvements in AMCOM's software engineering capabilities. The mission of SEI, based in Pittsburgh, PA, is to provide technical leadership to advance the practice of software engineering so the DOD can acquire and sustain its software-intensive systems with predictable and improved cost, schedule, and quality. SEI has set up a satellite office at AMCOM not only to facilitate the new partnership, but also to reach out to the business, government, and academic communities. For more information, contact Scott Reed at (256) 876-0703, [Scott.Reed@sed.redstone.army.mil](mailto:Scott.Reed@sed.redstone.army.mil).

## Regional Focus—*Southern and Western Regions*

### Kudos to ...

**Carol Cooper**, Director of the Acquisition Center's PEO Tactical Missile Procurement Directorate, received the Secretary of the Army's Excellence in Contracting Award for his acquisition work with the Army Airborne Command and Control System. He won in the Outstanding Contracting Officer for Systems Contracting (Civilian) category. Carol was recognized for his unique and innovative contract work that resulted in reduced costs and schedule time. For details on the contract process, read Carol's article published in the May-June 2002 issue of *Army AL&T* magazine.

**David Deitz**, Deputy Chief of the Small and Disadvantaged Business Utilization Office at Redstone Arsenal was named the Army Materiel Command (AMC) Small Business Specialist of the Year at the fifth annual Small Business Conference held this summer in Alexandria, VA. David received the award for his monumental work (often after hours) translating Standard Industry Classification Codes to the North American Industry Classification System now being used. David developed one user-friendly cross-reference listing from several different publications and shared them with buyers, other commands, and AMC Major Subordinate Commands Small and Disadvantaged Business Utilization offices. The award is given annually for outstanding contribution and support of small business programs.

Farewell to **Ruby Jean Lynch** who retired as a supply systems analyst at the Integrated Materiel Management Center, Redstone Arsenal after 33 years of service. Good luck Ruby Jean!

Kudos to **Jose Segovia**, Letterkenny Army Depot, PA, and a member of the Aviation and Missile Command's (AMCOM) Logistic Center of Excellence Team at Fort Bliss, TX, for receiving a Certificate of Appreciation from the Directorate of Public Works and Logistics for his work as a freight rate specialist in the Material Movement Branch for Operation Desert Shield. Jose, the only freight rate specialist in the branch, is credited with shipping nearly 25,000 tons of equipment.

Congratulations to the **Automated Maintenance Division, General Missile Directorate, Associate Director for Missiles, Integrated Materiel Management Center (IMMC)**, for recently receiving the IMMC Quarterly Team Award. The team was recognized for test, measurement, and diagnostic support as well as for providing outstanding support to an aviation unit experiencing problems with properly grounding the Base Shop Test Facility at Fort Hood, TX. The mission of the IMMC is to partner with PEOs and PMs, warfighters, and industry to develop, acquire, field, and sustain worldwide logistics support to ensure the Army's weapon systems readiness in any operation.

Congratulations to the **Theater High Altitude Area Defense Project Office (THAAD)**, Redstone Arsenal, for receiving the David Packard Excellence in Acquisition Award for developing innovative logistics concepts that reduce operation and support costs throughout the system's service life. They adapted pit-stop technology from the automotive racing industry to reduce maintenance diagnostics and repair times from minutes to seconds. The David Packard Excellence in Acquisition Award recognizes significant contributions and demonstrated exemplary innovations in the defense acquisition process.

Also during the David Packard Excellence in Acquisition Award ceremony, the **THAAD Radar Team** was presented with a Certificate of Achievement for its work on the THAAD Radar Critical Design Review. Recognized for innovative initiatives, this government-contractor team excelled in every standard the DOD uses to evaluate programs.

### Career News Brief

**CL Policy Change** – In September, the Under Secretary of Defense for Acquisition, Technology and Logistics, revised the CL Policy to state that all members of the DOD Acquisition Technology and Logistics Workforce shall acquire a minimum of 40 CLPs every year as a goal and 80 mandatory CLPs within two years. CL cycle dates will remain the same for all workforce members who currently have a CL cycle date. For those who do not have a CL cycle date, theirs will be from Oct. 1, 2002 to Sept. 30, 2004. New personnel accessed into the workforce after Oct 1, 2002 will have a CL cycle start date effective on the date they enter the workforce (for a 2-year period). The process to annotate and award CLPs in the IDP remains the same. In addition, enhanced standards for civilian and military personnel in leadership positions have been removed. The revised policy is posted at <http://www.acq.osd.mil/ar/policy.htm>. For more information, contact Randall Williams at (703) 704-0102, DSN 654-0102, [Randall.Williams@us.army.mil](mailto:Randall.Williams@us.army.mil).

## AAC Shines at AUSA and Annual Ball

### **PM Awards Announced**

The AAC was once again well represented at the annual meeting of the Association of the U.S. Army (AUSA), Oct. 21-23, 2002, in Washington, DC. The AAC exhibit, entitled "We've Got You Covered" was displayed in the AUSA exhibit hall. AAC representatives eager to tout the advantages of AAC membership and contributions of the A&TWF staffed the exhibit. The exhibit illustrates the variety of environments in which American soldiers operate and the many missions they undertake. And wherever the U.S. soldier fights, the AAC is with him or her, hence the slogan "We've Got You Covered." The recently produced AAC video was shown as part of the display and AAC calendars were distributed at the exhibit.

The third annual AAC Ball was held October 20, in Alexandria, VA, in conjunction with the AUSA annual meeting. Four hundred guests representing the entire acquisition community of military, civilian, enlisted, industry, and retired AAC members attended this gala. The evening's highlights included the unfurling of the newly approved AAC flag and the announcement and presentation of the Product/Project Manager and Acquisition Commanders of the Year (Fiscal Year 2002) Awards.

The AAC flag was presented to the Honorable Claude M. Bolton, Jr., Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) and the Army Acquisition Executive, in a special Old Guard ceremony. The AAC logo is centrally placed on a vibrant ultramarine colored flag background.

COL Mary Fuller, ASC Director, Mr. Bolton, and ASAALT Military Deputy (MILDEP) LTG John S. Caldwell, Jr. presented the Project Manager of the Year Award, Product Manager of the Year Award, and two Acquisition Commander (AC) of the Year Awards for Fiscal Year 2002. The winners are:

### **Project Manager Of The Year**

**COL Nickolas G. Justice**, Project Manager, Force XXI Battle Command Brigade and Below

### **Product Manager Of The Year**

**LTC Donald A. Hazelwood**, Product Manager, Army Airborne Command and Control System

### **Acquisition Commanders of the Year**

**COL John A. Merkwon**, dual-hatted Commander, U.S. Army Contracting Command, Europe and the U.S. Army Reserves Europe Principal Assistant Responsible for Contracting

**LTC Christopher M. Rasmussen**, Commander, U.S. Army Dugway Proving Ground West Desert Test Center

Congratulations to the winners and all who were nominated for these prestigious awards! And thank you to everyone who helped make the ball a success!

## **Ponder This ...**

*"Patriotism is not a short and frenzied outburst of emotion but the tranquil and steady dedication of a lifetime." Adlai E. Stevenson, Jr.*